



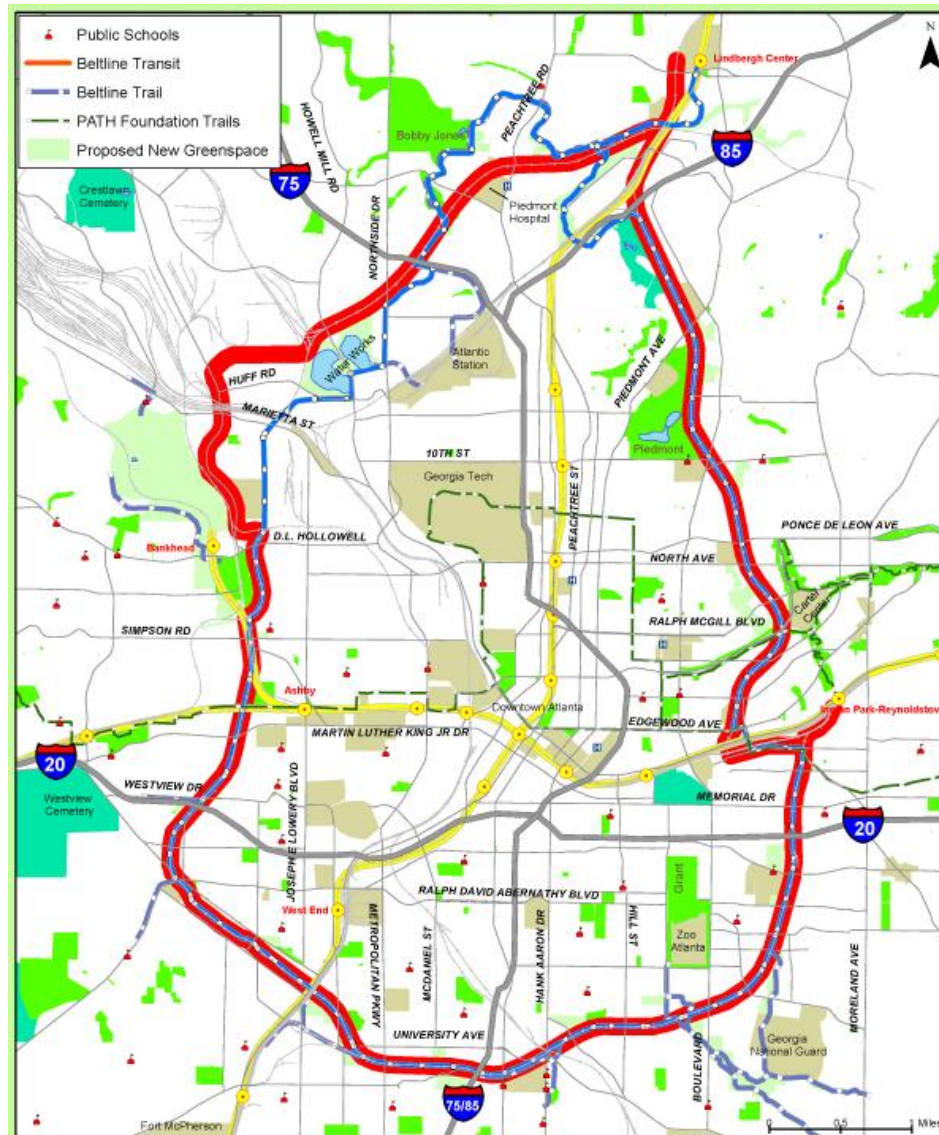
BeltLine

The Atlanta BeltLine

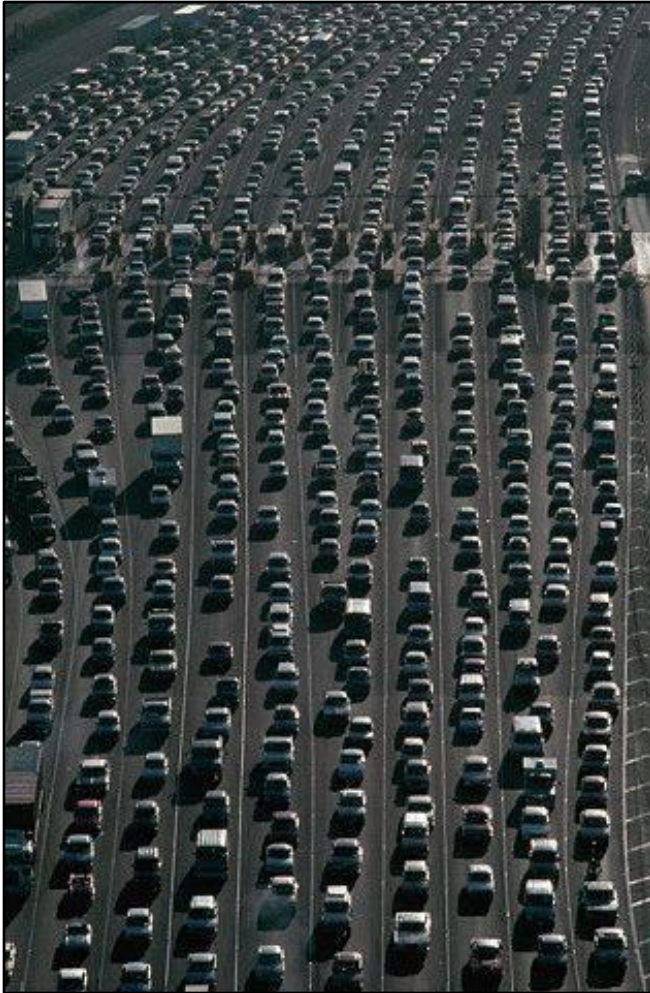
**Presentation to National Council for
Public-Private Partnerships**

March 26, 2009

Beltline Overview



Why Is The Beltline Important?



ATLANTA FACES CHALLENGES

- **Population Growth:** Atlanta is the fastest growing metro region in the country since 2000.
- **Traffic Congestion:** Atlanta experiences some of the worst traffic in the country, which hurts air quality and quality of life.
- **Insufficient Parks:** Atlanta is one of the most under-parked cities in the United States, with less than 4% of its land devoted to parks.
- **Unbalanced Economic Development:** Development has been uneven throughout the City. And there is development already underway that requires infrastructure and a framework to create smart, balanced growth.

Key Elements of the BeltLine



BeltLine
Atlanta Connected



Parks
~ 1300 new acres



Trails
33 miles



Transit & Transportation Infrastructure
22-mile loop



Jobs & Economic Development
20 areas, 30k jobs



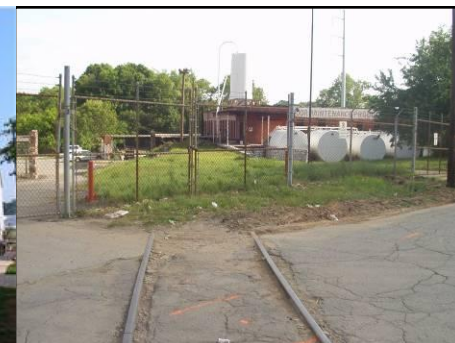
Affordable Workforce Housing



Historic Preservation



Streetscapes & Public Art



Environmental Clean-up

Beltline Vision

Combines transit greenspace in a pedestrian-friendly public realm to spur and manage sustainable economic development

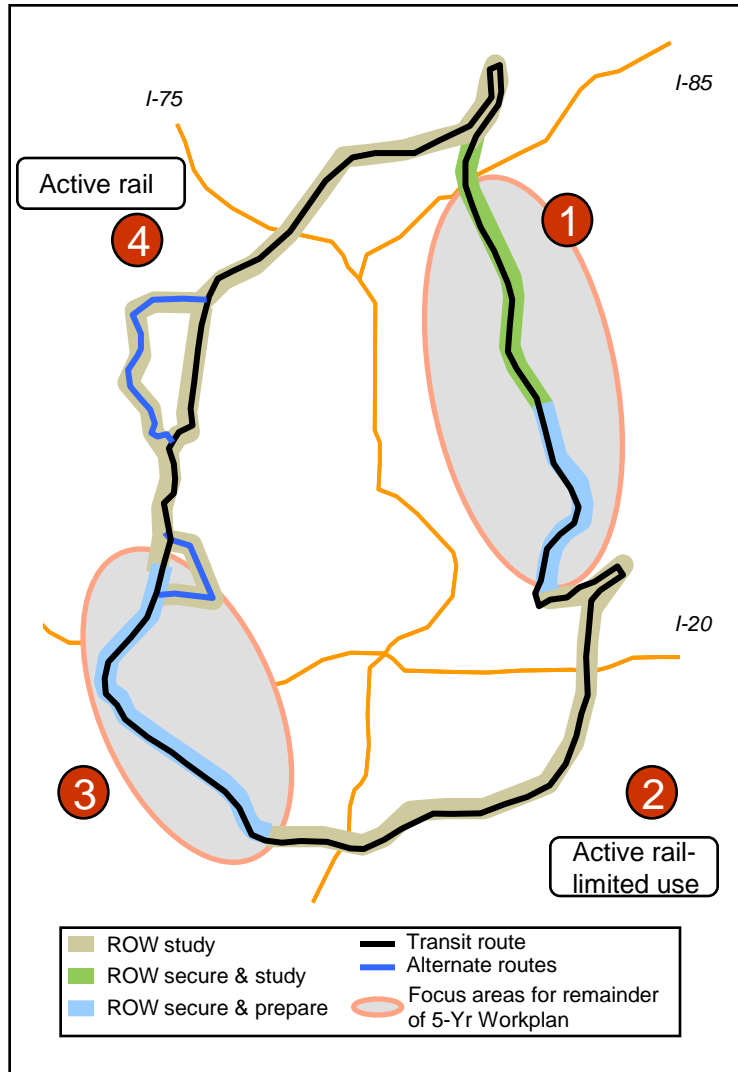


Examples from Bilbao, Spain

BeltLine Transit: 5-Year Detailed Vision



Right-of-Way for Transit



Overall:

- \$78 million budget (19% of total)
- Take all steps necessary to prepare for transit construction

Right of way:

- Pursue acquisition of two major segments

Studies:

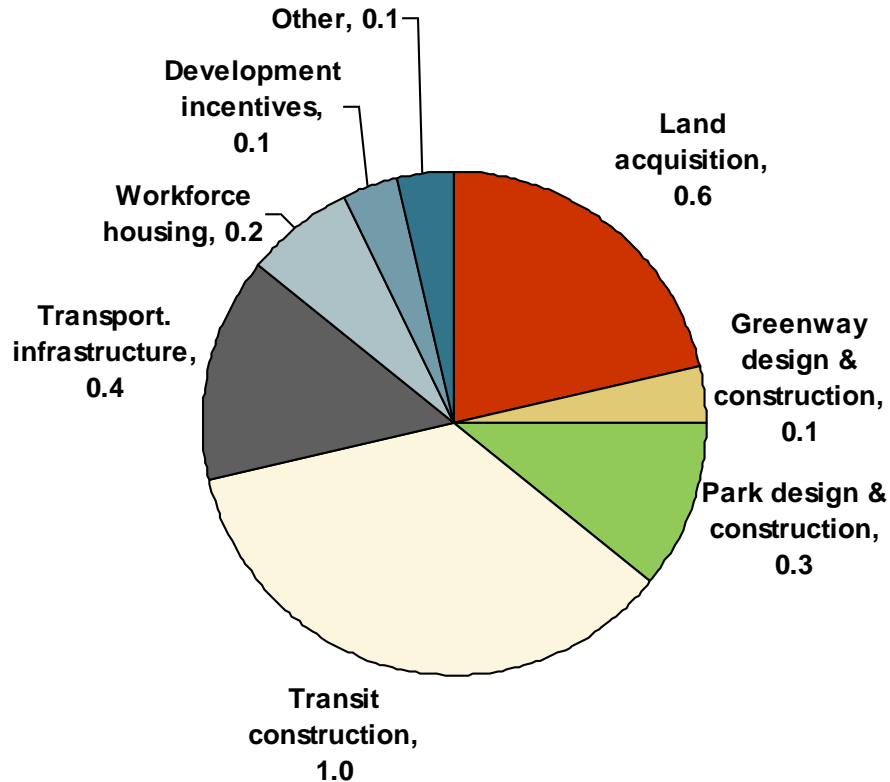
- Draft Environmental Impact Study (DEIS)
- Engineering and design studies

Funding:

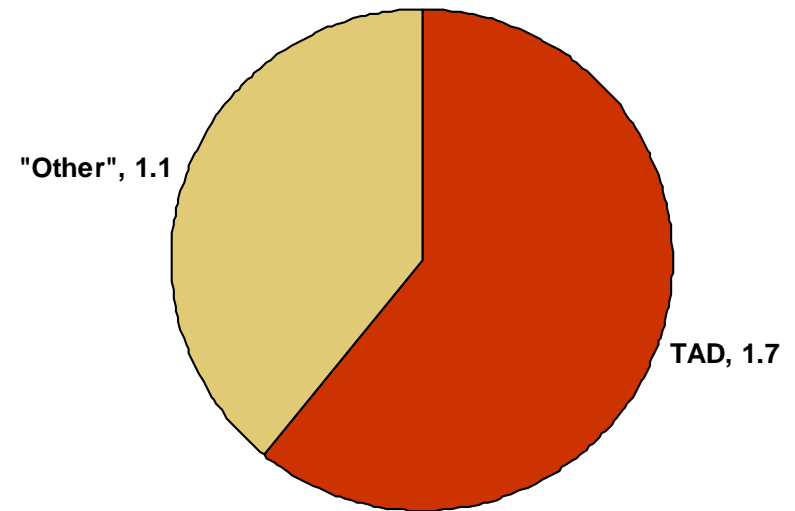
- Pursue federal funding
- Develop alternative funding strategies

Funding

Uses of funds (\$2.8 B)



Sources of funds (\$2.8 B)



Gap of \$1.1B needed to be met by “Other” funding over \$150 million identified to date:

- federal
- local / state
- private

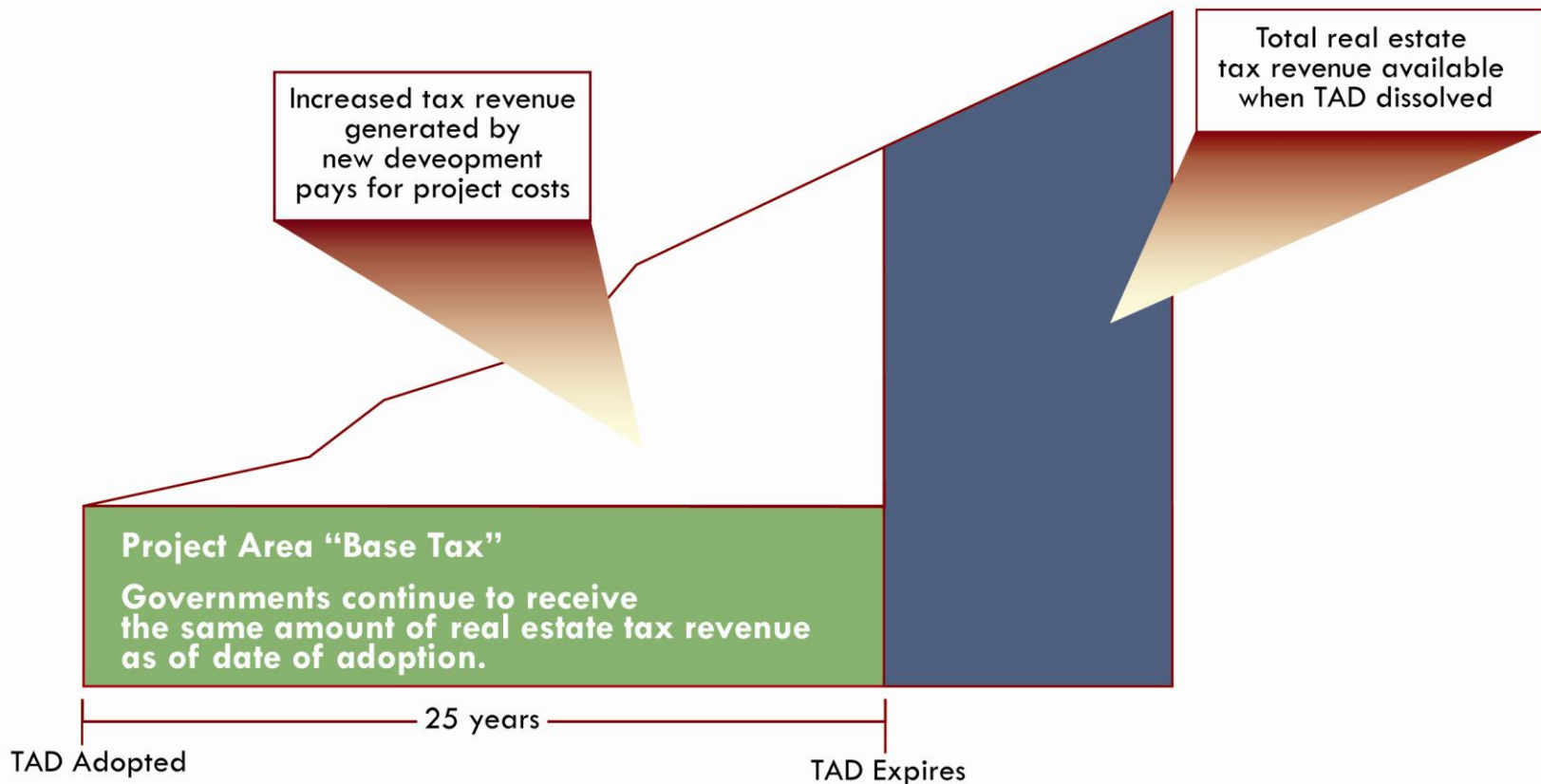
Note: “Other” uses of funds include admin., contingency funds and other bond requirements

How a TAD Works



BeltLine
Atlanta Connected

Incremental property taxes generated by **new** development finance BeltLine TAD bonds



Role of The Public Sector

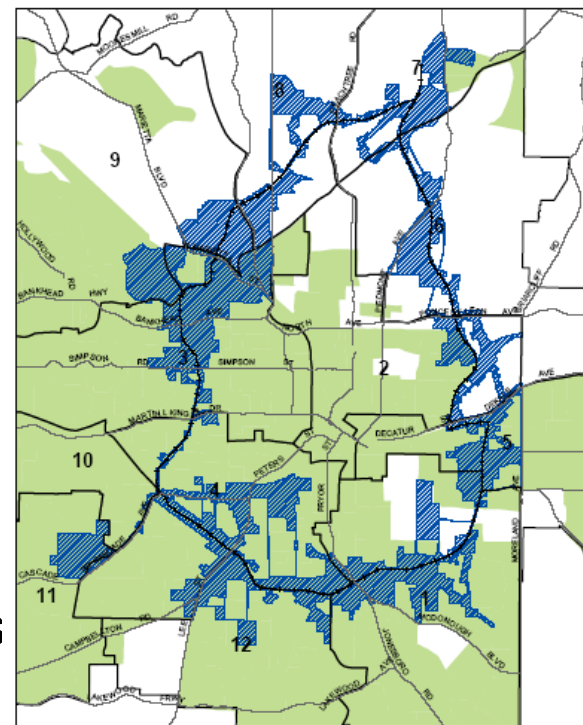
Public Infrastructure & Amenities provide
indirect Development Incentives

- Transit
- Trails
- Parks
- Transportation Infrastructure

Directly Stimulate Economic Development

- Brownfield Incentives
- Affordable Workforce Housing Incentives
- Development Incentives

(In CDIA areas – in green area on map to the right)



BeltLine and City of Atlanta CDIA's



This innovative use of Tax Allocation Funding is leveraging private sector and federal support to create public infrastructure and amenities and drive economic development

Role of The Private Sector



BeltLine
Atlanta Connected

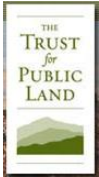
- Public-Private Partnerships for Development and Infrastructure Investments
- Generating Tax Increment Through Investment
- Philanthropic Support
- Technical Assistance
 - PATH Foundation
 - Trust for Public Land
 - MARTA
 - Many, many others
- Developer Participation and Enhancements



Implementation Partners



City of Atlanta Departments: Parks, Recreation & Cultural Affairs, Watershed Management, Public Works, Planning & Community Development, Law



The Trust For Public Land (TPL): National, nonprofit, land conservations organization helping acquire land for new BeltLine Parks. Sponsored *The BeltLine Emerald Necklace*, which introduced parks into the BeltLine vision.



The PATH Foundation: Georgia nonprofit constructing BeltLine trails. Other PATH trails include The Silver Comet, Stone Mountain, Chastain Park, and Freedom Park.



MARTA: Metropolitan Atlanta's regional transit authority has been a key partner in transit studies and feasibility analyses.



Trees Atlanta: Atlanta nonprofit citizens group dedicated to planting and conserving trees. Creators of the BeltLine arboretum.



Piedmont Park Conservancy: Nonprofit organization working with the City of Atlanta for the preservation of Piedmont Park. Leading the North Woods expansion of Piedmont Park

BeltLine Transit Delivery Decision Framework



- To determine the optimal approaches to implementing BeltLine transit, ABI developed a decision framework based on national and international best practices.
- The project delivery method is a function of desired implementation performance goals, internal management capabilities, and the availability of project funding.
- By studying best practices, the decision framework identified the characteristics of successful PPPs and specified which project delivery approaches support these types of partnerships.

Transit Delivery Model



The selection of the delivery model for the BeltLine will clarify the opportunities for Public-Private Partnerships

Primary Delivery Categories

Design-Bid-Build (D-B-B)

- All elements of the project are designed for/by the Owner and then implemented under a number of construction and implementation contracts

Design-Build (D-B)

- A packaging of broad design, construction and coordination responsibility into a single implementation contract

Design-Build-(Finance)-Operate-Maintain (DB(F)OM)

- As above, but also requires the contractor to provide service for a period, and possibly financing

Public-Private-Partnership (PPP)

- The turnkey contractor takes equity risk in the transit project, usually with an associated enterprise that can provide revenue

Hybrid/Variation Delivery Categories

Combination D-B-B and D-B Approach

- D-B benefits can be accrued for specific project elements with other work delivered through a smaller number of contracts

D-B-M

- The turnkey contractor is responsible for availability of project assets but the Owner retains responsibility for running the operations

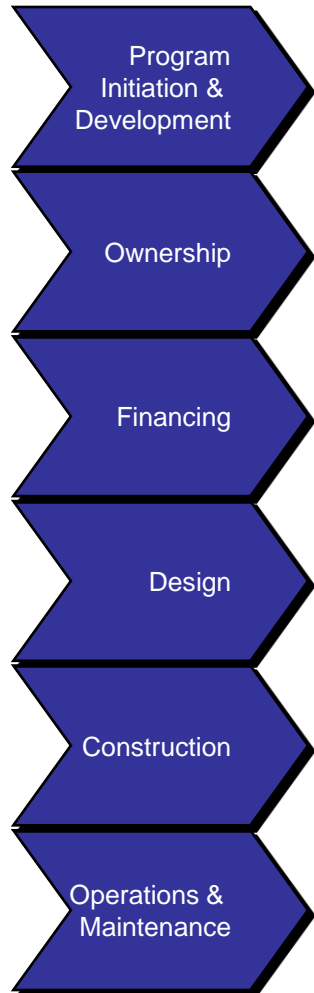
PPP Variants

- As part of a combined delivery approach, specific assets may include elements of private financing, but with separate contracts that are individually negotiated

Public-Private Partnership Model



Public-Private-Partnership is an umbrella category including any approach in which the contractor takes equity risk in the project



A Contractor with equity involvement is a partner in the success of the project. Its profits come from improving the business case that is built around the project.

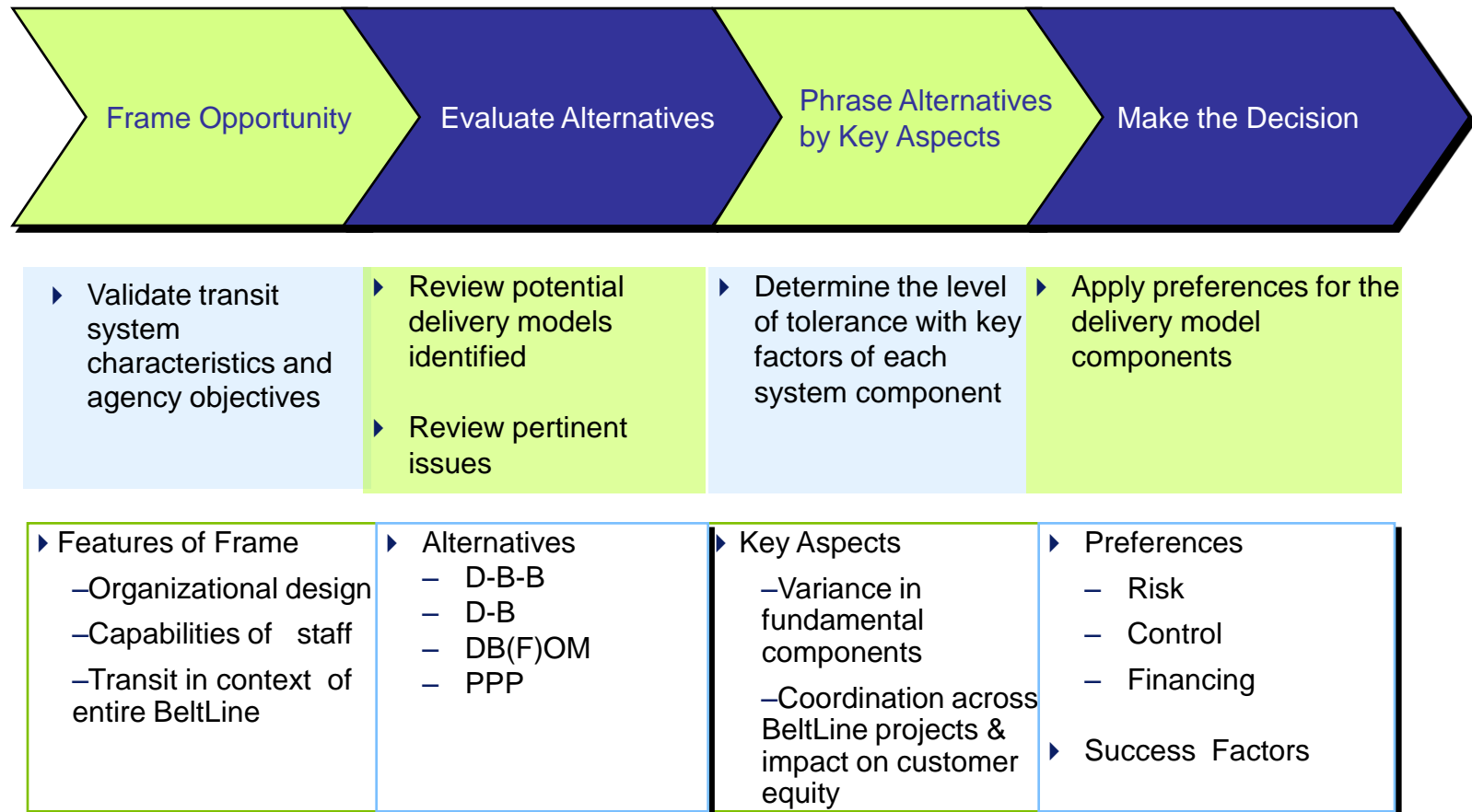
PPP project elements can be packaged to balance revenues with required services. Early contact with investment community helps strengthen interest and responsiveness.

Contract is totally focused on service and design standards. Equity partner is expected to drive project management so that its investment begins to generate a return.

Equity Partner should perform (or share) Owner role and take long term view on system quality and reliability factors. O/M period likely to be longer due to investment cycle, so more likely to breed true ownership of assets and potential for continued investment in asset condition.

Small scale PPPs can also be combined into D-B-B and D-B approaches.

Overview of Delivery Approach Decision Process



Frame Opportunity

- Tier 1 EIS underway in partnership with MARTA to define system characteristics
- Master planning to identify land use, parks and transportation improvements underway

Evaluate Alternatives

- Range of alternatives identified
- Review of all potential delivery approaches complete

Next Steps

- Advance the planned decision framework and select one or more viable delivery approaches
- Upon selection of the delivery approach, the BeltLine Transit team will draw on the full breadth of skills and experience necessary to implement the approach